

DD/A 74-4666

1974

MEMORANDUM FOR: Director, Equal Employment Opportunity
SUBJECT : Administering EEO by Means of An EEO
Committee

1. Reference is made to your memorandum of 19 November 1974, which outlined some of the possible advantages in administering the Equal Employment Opportunity Program by means of a committee. Although the proposal is at first blush intriguing, I would vote "no" for what I consider to be strong and compelling reasons. The following factors lead me to this position:

a. Momentum: Because of your strong drive, interest, and enthusiasm, as well as the personal backing and support of the DCI, the EEO program has picked up steam, there is serious commitment, and progress is being made. I fear that a weakened committee approach will prove to be counterproductive and will kill the momentum that has been generated.

b. DCI Representative: It seems to me that there should be one senior officer from the DCI complex, representing the Director, in prodding and pushing EEO programs. It is my view that a decentralized approach, using Directorate representatives on a "tour of duty" basis, would create a credibility and authority problem.

c. Government EEO: The point has been made that EEO committees have been used in the private sector, but this is not necessarily a strong argument that the same approach should be applied in a U.S. Government agency, particularly one which has a rather unique charter. I have not researched the question, but it has never come to my attention that the committee system has been employed by federal agencies.

d. Continuity: It is my considered opinion that there are no quick and easy solutions in the EEO area, and we have to establish long-range plans, looking towards steady and continued progress. With management by committee, and a system of rotational chairmen, there would be constant transition and extended discussion, but little action.

e. Involvement: I can readily understand the interest in getting the EEO officers more deeply involved from an overall "Agency" standpoint, but this is hardly possible when these same officers can devote less than five percent of their time to EEO. We would have to bite the bullet on full-time assignments, when we already feel a heavy squeeze on manpower and resources.

f. Broadening Experience: You point out that there would be the valuable experience of doing an Agency job for the Director, and I am sure that the EEO officers could learn a lot while working the problem. It is my thought, however, that the EEO program would suffer while they use it as a training mechanism.

g. Consultant: It is recalled that [] offered his services as a consultant, and the Director of Personnel had earlier addressed this issue in a memorandum to the DCI. I certainly remain open on this point, and if it can be shown that a consultant would help the effort, then let's arrange it. But, as you have pointed out, that has no real relationship to the adoption of a committee approach to EEO.

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h. Minority Panel: I recall that the informal Black Advisory Group had expressed the view at one point that the Director of EEO should be a black, and Mr. [] had urged that one particularly well qualified black female be assigned to the DCI staff to work on EEO matters. I am inclined to feel that blacks in the Agency would view it as a step in the wrong direction, if the management by committee approach would be adopted. If you have not already done so, you might sound out the Minority Panel on this.

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2. It is realized that you and [] have had an extremely heavy schedule of briefings in the last eighteen months, and the work can develop a lot of frustration. Nevertheless, I feel that there should be the very careful selection of one qualified officer who is in the position of holding all four Deputy Directors accountable for meeting their HEO goals.

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3. Within my own area, the thought has been advanced that the HEO program impacts most heavily on the Office of Personnel, and the HEO function might logically rest in this Directorate. I have opposed this line of thinking on the premise that this Directorate, as with the other three Directorates, should be judged and evaluated by someone who stands apart from the action, and views the program from a broad perspective. Applying this same rationale, I do not think that the use of Directorate representatives on rotational tours would provide them with the authority or perspective for getting the job done.

/s/ John F. Blake

John F. Blake
Deputy Director
for
Administration

cc: DCI

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